

Healthcare Managers Leadership Institute - Discussion Guide - 2013

			For Reflection & Discussion Use by Participant and His/Her Manager	
DAY 1	Key Concepts	Competency	Reflection Questions	Desired Outcome
Strengthening Commitment in Your Workforce	1. Differentiation between leadership & management.		1.1 Where are my strongest skills?	1.a Leader has an appropriate mix of leadership and management activities in their day-to-day work.
			1.2 What do I spend most of the day doing? Leading or managing?	
			1.3 Do I need to increase my focus on leadership activities? If so, what will I do?	
	2. Understanding personal and organizational commitment.		2.1 What are examples of continuance, affective & normative commitment you see in your department and the organization?	
			2.2 What opportunities do you have to strengthen organizational commitment in your department? What steps can you take?	
	3. Establishes healthy working relationships with others. (Leading to stronger affective commitment)		3.1 What is the quality of working relationships in the department? Between employees? Other departments?	3.a. Employees feel like they are treated with respect.
			3.2 Do I offer conditional respect based on education, gender, position, or other superficial attributes? Or do I treat everyone with the same respect?	3.b. The leader has a positive and healthy working relationship with others in the department and organization.
			3.3 How do I measure up on the 3 ingredients of trust? (Competency, congruency, constancy)	3.c Issues of trust and mistrust are dealt with openly and directly.
			3.4 Are there issues of mistrust anywhere within the department?	3.d. Employees understand the basis of healthy relationships.
			3.5 What can we do to heal broken trust?	3.e. Employees are responsible for creating and maintaining healthy working relationships with others.

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DAY 1 (cont.)	Key Concepts	Competency	For Reflection & Discussion Use by Participant and His/Her Manager	
			Reflection Questions	Desired Outcome
		4. Leadership interventions strengthen employee organizational commitment.	4.1 What are my key leadership values?	4.a Is able to articulate values guiding his/her leadership practice.
			4.2 What daily behaviors show I am living up to these values I hold?	4.b Has a clearly defined leadership mission statement.
			4.3 Am I experiencing any conflict between my values & expected organizational behavior?	4.c Has a vision for the department, developed with the involvement of employees.
			4.4 Are there any values I hold but am not living up to fully?	4.d The vision is congruent with the organizational mission & vision.
			4.5 Develop an action plan to increase focus on values in working with employees.	4.e Department employees know the vision and participate in creating their future.
			4.6 Develop a leadership mission statement. (A)*	4.f Daily decisions as well as strategic decisions support movement toward attainment of this vision.
			4.7 Find someone for whom vision has made a difference and listen to their story. (A)*	
			4.8 Talk with at least 3 other people about your leadership values, mission and vision for the department. What was this like? What kind of reaction did you get? (A)*	

* (A) Personal Action Plan Items

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DAY 2	Key Concepts	Competency	Reflection Questions	Desired Outcome
Communication Strategies for the Emotionally Intelligent Leader	5. Importance of effective communication & costs of misinformation.		5.1 What communication strategies am I most comfortable with? (Speaking, conversation, writing, listening.)	5.a. Uses questions as a coaching methodology.
			5.2 Do I believe employees have the right to and need for virtually all information I have? What information do I think they should NOT have?	5.b. Is adept at reading body language accurately and self adjusts his/her own body language accordingly.
		6. Communicates effectively with others.	6.1 Practice multiple ways of explaining the same concept, without using jargon or buzzwords.	6.a. Employees report that communication is timely, open and accurate.
			6.2 Use a story to explain a difficult concept or one that results in a negative reaction from employees (like productivity, budget variances.)	
			6.3 What communication skills do I need to improve?	
		7. Listens effectively to both facts & emotions.	7.1 What are my problems with listening? How could I be a more effective listener?	7.a Uses reflective listening to communicate understanding and encourage deeper meanings.
			7.2 Do I routinely use reflective listening when the situation calls for it?	7.b Employees report feeling heard and understood.
		8. Modifies one's communication strategy based on understanding of style and gender differences.	8.1 What are the special challenges of people with my communication style?	8.a Is aware of personal communication style and self-regulates or modifies natural style as needed.
			8.2 How can I modify my style with at least one person with whom I have difficulty? (A)*	

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DAY 3	Key Concepts	Competency	Reflection Questions	Desired Outcome
The Leader as Coach: Developing Competence in Employee-Colleagues	1. Understand the reasons managers don't coach as much as desirable.		1.1 Is my coaching of employees proactive, consistent & intentional? If not, what are the barriers I experience?	1.a. A specific coaching plan is in place for top and low performers.
			1.2 How can I develop a specific coaching plan for my top 4 performers and my bottom 4 performers?	
		2. Uses an effective coaching process in developing employees.	2.1 Do I have a coaching plan for people in my department? When was the last time I talked with each of them about their development and aspirations?	2.a. People in the department are growing and developing on a consistent basis.
			2.2 How comfortable am I in giving feedback that is negative? What can I do to increase my effectiveness in this area?	2.b. The manager has at least one specific coaching session each year with each employee to discuss career goals and aspirations.
	3. Understands the principle of the self-fulfilling prophecy.	4. Accurately assesses the follower's developmental level and adjusts leadership style accordingly.	3.1 Discuss an example you've seen of a self-fulfilling prophecy in your workplace. What can you do to interrupt the cycle? (A)*	3.a The leader is conscious of the self-fulfilling prophecy and is careful to expect the best from all employees.
			4.1 Identify two employee situations in which you can use the situational leadership model. Assess their needs and your leadership style. (A)*	4.a. Manager appropriately adjusts leadership style according to the needs of the follower so as to neither under nor over manage.

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DAY 3 (cont.)	Key Concepts	Competency	For Reflection & Discussion Use by Participant and His/Her Manager	
			Reflection Questions	Desired Outcome
		5. Empowers employees and increases level of responsibility according to capability.	5.1 Use the four elements of empowerment (capability, responsibility, authority & accountability) to assess a situation and intervene appropriately. (A)* Try using these elements to determine why a delegation failed.	5.a. Transfers authority and decision making to employees based on an appropriate scope of responsibility.
			5.2 Do I consider all 4 elements when I delegate to others? Do I clarify level of authority: Do I ask my level of authority when accepting assignments?	5.b. Employees take on increasingly larger amounts of responsibility for decision-making and involvement in department activities.
			5.3 Where do I need to relinquish control? What can I do to make it more comfortable and safe to do so?	5.c. Expectations between the manager and employees are articulated, reasonable and used as a “Code of Conduct” in the department.
			5.4 Review the manager’s expectations of their employees, and the employees’ expectations of their manager. (A)*	5.d Expectations are clear between manager and the person to whom he/she reports.
			5.5 Discuss the expectations between the manager and the person to whom he/she reports.	

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DAY 4	Key Concepts	Competency	Reflection Questions	Desired Outcome
The Leadership Role in Resolving Conflict	1. Recognizing the crucial relationship between assertiveness and effective conflict resolution		1.1 How assertive are the employees in my department? Is this an area where skill development is needed?	1.a. Manager and employees engage in predominantly assertive behavior (as opposed to aggressive or passive responses.)
			1.2 What are the key situations in which aggressiveness appears?	
			1.3 Is passive-aggressive behavior common? How can I deal with this?	
	2. Gives feedback to employees and other on both good performance and problematic behaviors.		2.1 Use the feedback model to share difficult information with a colleague or employee. What were the results? What would you do differently next time? (A)*	2.a. Assertively addresses issues that are difficult or embarrassing.
	3. Identifies multiple strategies for dealing with conflict in the workplace.		3.1 What are the most common approaches used in dealing with conflict in the department? Are they effective? How could they be improved upon?	3.a. Is skilled at negotiation in resolving conflict both inside and outside of the department.
			3.2 What are the most difficult conflict situations I deal with?	
	4. Uses negotiation effectively as a conflict resolution strategy.		4.1 Use the negotiation map/process to approach the discussion of a disagreement or for the resolution of a conflict about which you feel strongly. What were the results? What would you do next time? (A)*	4.a. Is skilled a negotiation in resolving conflict both inside and outside of the department.

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DAY 4 (cont.)	Key Concepts	Competency	Reflection Questions	Desired Outcome
		5. Coaches employees in the resolution of conflict.	5.1 Use the coaching worksheet to mediate a conflict between employees.	5.a Effectively coaches others through the resolution of conflict.
		6. Responds to anger in a helpful and appropriate manner.	6.1 How do I respond to angry employees? What are the strategies I plan to use? How did they work?	

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DAY 5	Key Concepts	Competency	For Reflection & Discussion Use by Participant and His/Her Manager	
			Reflection Questions	Desired Outcome
Managing Key Processes & Getting the Outcomes You Need – Part I	1. Understand the implications of the new sciences in application to organizational life.		1.1 How assertive are the employees in my department? Is this an area where skill development is needed?	1.a. Manager and employees engage in predominantly assertive behavior (as opposed to aggressive or passive responses.)
			1.2 What are the key situations in which aggressiveness appears?	
			1.3 How can I create learning teams in the department to help ;guide our activities? Is this contention comfortable for people?	
		2. Establishes effective teams in which members work interdependently .	2.1 Use the essential elements of a team (meaningful purpose, common approaches, complementary skills, goals & outcomes, shared accountability) to evaluate the effectiveness of present teams.	2.a The department is led by an effective leadership team.
			2.2 Discuss possible ways to create a department leadership team, if one isn't already in place. What would its purpose be? Who would be on it? How often would it meet? (A)*	2.b Employees participate in guiding the department through their involvement in decision-making councils or teams.

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DAY 5	Key Concepts	Competency	For Reflection & Discussion Use by Participant and His/Her Manager	
			Reflection Questions	Desired Outcome
		3. Effectively leads groups in effective processes.	3.1 Do I take the basic principles of group process into account when I lead my department meetings?	3.a Effectively leads meetings and group process.
			3.2 Do I intentionally plan for the group meetings for which I am responsible? What do I do well and where could I improve?	3.b Keeps a forward focus in meetings and prevents the group from disintegrating into a complaint session.
			3.3 What are the current problems I have in leading meetings?	3.c Clearly understands the impact of his/her behavior on the effectiveness of the group's process.

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DAY 6	Key Concepts	Competency	Reflection Questions	Desired Outcome
Managing Key Processes & Getting the Outcomes You Need	1. Recognizes key problems that occur in most problem solving processes.	1. Uses an effective problem-solving approach.	1.1 How effectively are we solving problems throughout the system? What can we do more effectively?	1.a Problems are actually solved rather than continually reoccurring & creating difficulties.
			1.2 How effective are my employees at consistently using a problem-solving approach for resolving departmental issues? Do I need to coach in this area?	1.b Employees participate in solving problems and are accomplished in using a consistent approach.
	2. Identifies opportunities for using appreciative inquiry as an alternative to traditional problem solving approaches.	2. Uses appreciative inquiry as an approach for solving problems & issues.	2.1 Use the appreciative inquiry approach when a problem is identified. Take an active role in identifying the initial question, leading the discovery phase, and use the information to develop creative solutions.	2.a Department employees are comfortable using an appreciative inquiry approach for resolving issues.
	3. Differentiates between transition & change and recognizes helpful leadership interventions.	3. Leads others through times of transition and change.	3.1 Identify two major changes (either personal or professional) in your life from the past year. Where are you on the mood curve with these changes? What can you do to help yourself during this stage? (A)*	3.a Effectively manages his/her emotions during times of rapid change.

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DAY 6	Key Concepts	Competency	Reflection Questions	Desired Outcome
			3.2 Where are your employees on the mode curve relative to a current change taking place?	3.b Effectively manages his/her emotions during time of rapid change.
			3.3 How have employees coped with changes made in the past? What was healthy about their choices? Unhealthy? What would you do differently today? (A)*	
	4. Recognizes that self-care is not just a right, but a responsibility of an effective leader.	4. Engages in healthy self-care behavior.	4.1 What do you do on a regular basis to care for yourself?	4.a The manager has set healthy boundaries and engages in appropriate self-care behaviors.
			4.2 What could you do to better care for yourself and build your capacity in this leadership role?	

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